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# EDGAR G. KARAPETYAN

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## PROFILE

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Highly motivated, responsible and innovative individual with work experience in financial and private sectors, able to work under time pressure and manage complex situations, easily communicate in diverse environments with various people having different expectations and perspectives.

Seeking for new challenges that utilize my academic credentials, business aptitudes within fast growing financial institutions and creative businesses.

## PERSONAL DATA

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**Date of birth:** 22 January 1982  
**Place of Birth:** Gyumri (Leninakan), Armenia  
**Citizenship:** Republic of Armenia  
**Family status:** Married

## EXPERIENCE

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Sept 2014 to present      Galaxy Concern LLC  
(parent company for UCOM LLC)  
Yerevan



**Director of Strategy and Business Development**, Member of Board of Directors of UCOM company \*

Main responsibilities:

- End-to-end design of business development strategies and long-term plans to expand market shares and business revenues in the telecom market
- Assessment of market dynamics and defining investment strategies and business models for UCOM LLC
- Initiate and manage strategic corporate relationship with international counterparts in the areas: receiving loans and guaranties, introducing advanced corporate governance practices, finding strategic institutional investors, etc.
- Manage and oversee projects created under strategic goals of business development
- As a member of Board of Directors responsible for:
  - Internal Audit and Risk Management Committee Chair,
  - Strategy and Corporate Governance development,
  - Strategic partnerships and new business developments.

Major achievements:

- As a team member successfully negotiated the acquisition of Orange Armenia CJSC mobile operator (subsidiary of France Telecom)
- Lead the merger and integration of the UCOM LLC and Orange Armenia CJSC
- Designed and established Corporate Governance structure



Jul 2012 to present      The World Bank Group  
Yerevan

**Financial and Privates Sector Specialist**, (since Sep 2014 as a Financial and Privates Sector consultant) Trade & Competitiveness Practices and Finance & Markets (previously Private and

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\* [Ucom LLC](#) is a telecommunication operator in Armenia providing mobile, fix telephone, internet and IPTV services.

Financial Sector Department), Europe and Central Asia Region

Main responsibilities:

- As a local team member lead dialogue with the Government, Central Bank, banking and private sector, and donors to implement financial and private sector development agenda in Armenia
- Ensure continued successful preparation and implementation of the ongoing World Bank projects in Armenia:
  - provide implementation support to E-Society and Innovation for Competitiveness Project,
  - support preparation of the Long-Term Export Finance Project,
  - support preparation of the Trade Promotion and Quality Infrastructure Project,
  - support implementation of FSAP follow on projects on Pensions and Life Insurance and Capital Market Development,
  - provide implementation support to the IDF grants for Capacity Building Regulatory Reform (Guillotine) Unit and Ministry of Finance Capacity Building,
  - and other financial and private sector projects.
- Monitoring, evaluation and reporting on projects' progress and completion
- Analysis of the financial and private sectors development

Major achievements:

- Designed and delivered Private Sector Development project worth US\$ 50 mln.
- Supported monitoring and successful implementation of projects' portfolio of US\$ 30 mln.



April 2010 to Jun 2012      The World Bank Group  
Yerevan

**Consultant**, Private and Financial Sector Department, Europe and Central Asia Region

Main responsibilities:

- Monitoring and support in managing the World Bank projects in Armenia:
  - Access to Finance for SMEs,
  - E-Society and Innovation for Competitiveness,
  - Second Foreign Investment and Export Facilitation,
  - Public Debt Management,
  - And other projects.
- Monitoring, evaluation and reporting on projects' progress
- Interact and work closely with counterparts to deliver project outcomes
- Analysis of the financial and private sectors development

Major achievements:

- Designed financial and private sector reforms agenda in the Country Partnership Strategy and supported implementation process
- Supported monitoring and successful implementation of projects' portfolio of USD 77 mln.



Feb 2010 to Apr 2010      "Armavia"      Air-Company      LLC  
Yerevan

**Commercial Director**

Main responsibilities:

- Development and implementation of Revenue management policy
- Supervise and manage departments and monitor day-to-day performance according working plan
- Negotiate with partner air companies on code-share and interline agreements
- Develop and implement marketing policy according to the business strategy

Major achievements:

- Electronic ticketing system implementation
- Signed Code-Share agreement with "Rossiya Airlines"
- Strategic agreement with "Aeroflot – Russian Airlines"



Oct 2009 to Jan 2010      "Armavia"      Air-Company      Ltd.

Yerevan

**Deputy Financial Director (DCFO)**

Main responsibilities:

- Financial management, lead financial analysis, planning and forecasting team
- Manage relationships with partner banks, negotiate on lending conditions
- Maintain day-to-day financial control within budget heads
- Ensure that appropriate financial regulations and controls are in place and in use

Major achievements:

- Developed 10 year Business Plan
- Financial flows forecasting model developed
- Negotiated and signed contracts with Sabena Technics and Air France Industries
- Successfully negotiated project financing with SACE and COFACE



Jan 2009 to Sept 2009      Financial Sector      Deepening Project,  
Yerevan  
USAID / Emerging Markets Group Ltd.  
(currently Cardno Group)

**Team Leader**, Financial Intermediation Team

Main responsibilities:

- Lead and provide advisory and technical assistance to partner banks, credit organizations and insurance companies on:
  - developing new financial products,
  - implementing sound risk management system,
  - facilitating the entrance of new investment in the banking sector,
  - creating new sources of long-term funding.
- Develop and manage relationships with senior counterparts and work closely with international advisors, short-term expert and local specialists
- Produce analyses, reports and presentations
- Organize and manage Team's work: develop work plans and reports; set, manage, and monitor tasks against work plan; supervise and quality control over the work of experts
- Prepare Annual Work Plans, Monthly, Quarterly Reports

Major achievements:

- Provided Risk Management Assessment for partner banks and credit organizations
- Developed recommendations on Asset/Liability and Liquidity management improvement in partner banks and credit organizations
- Developed and provided series of trainings on SME Lending for Armenian banks: Basics of SME lending; Advanced principles of SME Lending; Risk Based pricing and credit scoring in retail banking
- Produced quarterly and annual reports on Banking sector and Credit organizations
- Produced set of guides for consumers of financial services: Guide on Microinsurance; SME Manual for borrowers; Guide to SME Lenders; Guide on Leasing.



Jan 2008 – Dec 2008      Financial Sector      Deepening Project,  
Yerevan  
USAID / Emerging Markets Group Ltd.  
(currently Cardno Group)

**Financial Research Analyst**, Financial Sector Infrastructure Team

Main responsibilities:

- Conduct researches and surveys, analyze quantitative and qualitative data
- Supervise and evaluate contracted research institutions' deliverables
- Interact with project affiliated organizations and counterparts, public institutions and private sector organizations (banks, insurance companies and securities market participants)
- Develop reports, policy papers and facilitate public discussions
- Coordinate educational projects, trainings and seminars

Major achievements:

- Reports on financial market developments in Armenian
- Developed and provided inputs to the set of guides: Guide to Credits and Loans; Guide on How to Plan, Save and Invest; Mortgage Borrowers Guide
- Developed analytical documents on Armenian financial market: Profile of Armenian Securities Market, analytical paper on Remittances Studies in Armenia



Sept 2006 to present      Russian-Armenian      University  
Yerevan

**Associate Professor**, Department of Economics and Finance

Lecturing subjects:

- Institutional Economics
- Economics of Public Sector
- Applied Econometrics at Master Programs
- Applied Econometrics at Business School

Main activities and responsibilities:

- Develop curricula, case studies, lecturing materials and tests of lecturing subjects
- Supervise research groups on Finance, International Economics and Econometric Modeling
- Supervise researches, surveys and studies (see section on Research Projects & Short-Term Consultancy)



Feb 2007 – May 2009      Moscow Institute of Business and Law,  
Yerevan      Yerevan Branch

**Senior Lecturer**, Department of Economics

Lecturing subjects:

- Economics of Public Sector
- Econometrics
- International Finance

Main activities and responsibilities:

- Develop curricula of lecturing subjects
- Develop case studies, lecturing materials and tests of lecturing subjects



Feb 2004 – Aug 2006      Russian-Armenian      University  
Yerevan

**Lecturer**, Department of Economics and Finance

Lecturing subjects:

- Economics of Public Sector
- International Finance
- Financial Markets

Main activities and responsibilities:

- Develop curricula of lecturing subjects
- Conduct researches, surveys and financial studies (see section on Research Projects & Short-Term Consultancy)



Dec 2002 – May 2003      “Vita-Max      E”      Ltd.  
Yerevan

**Financial Analyst/Intern**, Finance Department

Main responsibilities:

- Financial Accounting, Analysis and Planning
- Conducting Cost Analysis
- Financial Reporting




Major achievements:

- Developed cost optimization model

## RESEARCH PROJECTS & SHORT-TERM CONSULTANCY

- **Trainer:** Financial Banking Collage – “SME Lending and Access to Finance Issues” Training. Yerevan, December 2011, December 2010.
- **Tutor:** Youth Innovation Competition on Global Governance 2009 – “Financial governance in the global crisis: South-Caucasus case” Paper. Tbilisi, July 2009.
- **Analyst:** The Caucasus Research Resource Centers (CRRC) – “Social-economic, Living and Financial Conditions of Households in South-Caucasus Countries” Analytical paper on Data Initiative 2007 survey in South Caucasus. Yerevan, June–July 2008.
- **Coordinator:** Economic Development and Research Centre (EDRC) – “Assessment of Public Awareness, Literacy, Confidence, Access and Usage of Financial Services in Armenia” Chartered by USAID Financial Sector Deepening Project. Yerevan, December 2007 – July 2008.
- **Coordinator:** VGM Partners – “Training Need Assessment of the Armenian Financial Sector” Chartered by USAID Financial Sector Deepening Project. Yerevan, January–June 2008.
- **Researcher:** Central Bank of Armenia – “Business Competitiveness and Financial Resources Management” Research Project. Yerevan, March 2006 – October 2007.
- **Expert:** Moscow High School of Social and Economic Sciences – “Expertise of Educational Reforms in Chuvash Republic of Russian Federation: Financial Flows in Education” Chartered by Ministry of Science and Education of Chuvash Republic. Moscow, April 2007.
- **Expert:** Moscow High School of Social and Economic Sciences – “Expert Evaluation: Grants as an Education Development Mechanism” Chartered by Ministry of Science and Education of Russian Federation. Moscow, February 2007.
- **Consultant:** Open Society Institute, Assistance Foundation – “Implementation of ECTS (European Credit Transfer System) in Higher Educational System” in Joint Master Program of Russian-Armenian University and State Engineering University of Armenia. Yerevan, September 2005 – August 2006.
- **Researcher:** High School Scientific Potential Development Program, Ministry of Science and Education of Russian Federation – “Concept of Strategic Development of Financial Sector in CIS Countries”. Yerevan, September 2004 – June 2005.
- **Researcher:** Armenian-European Policy and Legal Advice Center (AEPLAC) – “Concept of Strategic Development of Financial Sector in Republic of Armenia” Project. Yerevan, April–October 2004.

## EDUCATION AND QUALIFICATIONS

	2017–2018 CA	Stanford University,	Stanford,
		Graduate School of Business	
		<b>Executive Program:</b> LEAD Certification: Corporate Innovation	
	2006–2008	University of Manchester, UK / Moscow High School of Social and Economic Sciences	Manchester/ Moscow
		<b>Specialty:</b> Management in Public Sector	
		<b>Degree:</b> Master of Management in Education (Manchester University Diploma)	
	2003–2006	Russian-Armenian Yerevan	University
		<b>Specialty:</b> International Economics	
		<b>Degree:</b> Ph.D in International Economics and Finance	
	1998–2003	Armenian State Institute of Yerevan Economics	Economics

(Armenian State University of Economics)

**Specialty:** Economics and Management of Enterprises

**Qualification:** Economist, manager

#### ADVANCED TRAININGS

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- Inspirational Leadership: Leading with Sense. HEC Paris - Coursera. Jan-Jun 2016. Non-credit Specialization with Four Courses. ([Specialization Certificate](#))
- Development Policy Lending. eLearning Course - World Bank Group. June 2013.
- Investment Project Financing. eLearning Course - World Bank Group. September 2012.
- Procurement Policies and Guidelines. eLearning Course - World Bank Group. June 2013.
- Financial Management. eLearning Course - World Bank Group. July 2013.
- Card Payment Policies and Fraud Prevention. International Air Transport Association (IATA). Switzerland, Geneva 2009. (Certificate of Competency)
- Survey Sampling and Weighting. CRRC-Georgia, Tbilisi 2008. (Certificate of Competency)
- Developing Questionnaire in Social Surveys. CRRC-Georgia. Tbilisi 2008.
- Basics of Statistical and Econometric Analysis using SPSS. CRRC-Armenia, Yerevan 2007. (Certificate of Competency)
- Basics of Econometrics and Statistical Analysis with STATA. CRRC-Armenia, Yerevan 2007. (Certificate of Competency)
- Innovative Management Concepts in a Globalized Economy: How to make companies more competitive. CRRC-Georgia, Tbilisi 2006. (Certificate of Competency)
- Applied Econometrics – Time Series. Chelyabinsk State University. Chelyabinsk 2005. (Certificate of Competency)
- Applied Econometrics in Social Sciences. CRRC-Georgia, Tbilisi 2005. (Certificate of Competency)

#### LANGUAGE SKILLS

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**Mother tongue:** Armenian

**Other languages:** Russian, English

	Speaking	Reading	Writing
<b>Russian</b>	Excellent	Excellent	Excellent
<b>English</b>	Excellent	Excellent	Excellent

#### COMPUTER SKILLS

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- Ms Windows 10/8, Ms Office 2016/365, IBM Lotus Notes 8.5,
- IBM SPSS 18, STATA 13, E-Views 9,
- Ms Project 2016, Ms Works 2016

#### PUBLICATIONS (last 10 out of 22)

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- The Impact of Global Financial Crisis on Economic Stability of South Caucasus' Countries: Comparative Regional Analysis. RAU 11<sup>th</sup> Annual Conference, Yerevan, Dec 2016.
- The Efficiency of Monetary Policy Instruments in Anti-Crisis Responses. RAU 11<sup>th</sup> Annual Conference, Yerevan, Dec 2016.
- Effective Aid: Supporting SME Development in Armenia. Review Magazine, Yerevan, 2013, # 1 (16), pp. 31-32.
- Supporting SME Development in Armenia. AMCHAM Magazine, Summer-Fall 2011 / June, Yerevan 2011, pp. 30-33.
- Financial Intermediation Modernization in Countries with Transition Economy. Transition Studies Review, Volume 16, Number 2 / June, 2009, Springer Wien. pp. 287-298.
- Development of financial markets in transition countries as a factor of non-inflationary monetization of economy, The International Academy of Business and Public Administration

Disciplines (IABPAD) Conference Publications. Dallas, Texas, 2-6 May 2007.

- International Financial Integration and Its Distinctions in Transition Economies, Transition Studies Review, Volume 14, Number 3 / December, 2007. Springer Wien. pp. 413-424.
- Social and economic consequences of corruption in transition economies (in case of Armenia), Science in Caucasus, Rostov, 2006.
- Trade policy and economic growth: international experience and realities of the Armenian economy, Journal of Ministry of Finance and Economics “Armenian: Finance and Economics”. Yerevan 2006, # 2 (66), pp. 45-48.
- Influence of dollarization on macroeconomic equilibrium in transitive and developing economies, Journal of Ministry of Finance and Economics “Armenian: Finance and Economics”. Yerevan 2005, # 12-13 (60-61), pp. 12-17.

## **AFFILIATIONS AND ACHIEVEMENTS**

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- **Board Member of Armenian Institute of Directors**, Yerevan 2017.
- **Member of Research and Development Committee**, Armenian British Connect, Yerevan 2010.
- **Member of Committee on Financial, Economic and Budget Affairs**, Public council of Armenia, Yerevan 2009.
- **Member of Armenian Association for Academic Partnership and Support (ARMACAD)**, Yerevan 2009.
- **Member of Council of Youth Scientists**, Russian-Armenian University. Yerevan.
- **Second prize-winner**, Youth Innovation Competition on Global Governance 2008, Rome 2008.
- **The Best Ph.D Student**, Russian-Armenian University, Yerevan 2006.

## **INTERESTS**

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Photography, Books, Swimming, Mountain Skiing

## **REFERENCES (on request)**

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Mr. Martin Dinning  
Chief of Party  
Financial Sector Deepening Project,  
USAID / Emerging Markets Group Ltd. (Cardno Group)

Mr. Edward Sandoyan  
Vice Rector / Director of Economics & Finance Institute  
Russian-Armenian University

Ms. Aurora Ferrari  
Sector Manager  
Private and Financial Sector Department, Europe and Central Asia Region  
The World Bank Group